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ABSTRACT

The structure and function of agencies serving handicapped persons must be geared to service encompassing the total person rather than service which focuses solely on the person's handicap. This section of the guide discusses guiding principles in agency operation which includes: (1) identification of accountability; (2) competence within the staff of the agency to provide the services it professes to render; (3) efficiency of operations and conservation of resources; (4) integration with other social, health welfare and educational programs and (5) planfulness in programming and flexibility which allows for change. The standards provided aim to provide the framework and the tools which enable the total agency team to give of its best. (Other sections of this guide are available as LI 003342-003343 and LI 003345 through LI 003351). (Author/NH)

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SELF-STUDY AND EVALUATION GUIDE | 1968 Edition

Agency Function and Structure

NATIONAL ACCREDITATION COUNCIL
For Agencies Serving the Blind and Visually Handicapped
84 Fifth Avenue
New York, N. Y. 10011

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INSTRUCTIONS

Two steps should precede the use of this Section:

1. *Section A, Manual of Procedures,* should be read for an understanding of the overall framework and governing principles of the self-study and accreditation process.

2. *Section B, Agency and Community Profile,* should be reviewed, since it embraces the statement of the agency's philosophy of service and program objectives, an indispensable base for evaluation of its work.

* * * *

This Section is designed to convey an accurate description of the agency's performance in a particular subject area. Three elements are employed to achieve this: a coded *Standards Checklist,* coded *Evaluation Ratings,* and *Comments.* Each is explained below.

Coding the Standards Checklist. Each standard describes a provision, condition or characteristic found in an acceptable agency; checking off, through the appropriate notation, whether and to what extent agency practice conforms to the standard provides a factual base for the succeeding evaluation.

In the parentheses ( ) preceding the standard, insert a symbol according to the following code.

✓✓—The standard is fully met.

✓—The standard is partly met.

O—The standard, although needed and desirable, is not met, or is met to such a limited extent as to be virtually inoperative.

?—The applicability of the standard to the agency is questioned.

X—The standard is clearly inapplicable to the agency.

Coding the Evaluation Ratings. Each evaluation question poses a criterion for judgment. Careful discrimination should be exercised in arriving at such judgment, bearing in mind that standards are not aimed at perfection but are keyed to realistic, attainable levels of performance. While the ratings embrace such concepts as *excellent, well, satisfactory, poor,* etc., which cannot be specifically defined, a valid judgment can be formulated if the evaluator balances a) the requirements postulated by the standard, b) the agency's stated philosophy of service and program objectives and its community relationships, and c) the practical knowledge derived from the evaluator's own professional experience.

In the brackets [ ] preceding the evaluation question, insert the code letter that best describes the agency's performance:

E—Excellent. The agency meets the criterion to the *fullest* extent and functions *excellently* in regard to it.

VG—Very good. The agency meets the criterion to the *fullest* extent and functions *well* in regard to it; or it meets the criterion to a *satisfactory* extent (i.e., not full coverage) and functions *excellently* in regard to it.

G—Good. The agency meets the criterion to a *satisfactory* extent and functions well in regard to it.

F—Fair. The agency meets the criterion to a *satisfactory* extent (i.e., not full coverage) but functions *poorly* in regard to it; or it meets the criterion to a *limited* extent but functions *satisfactorily* in regard to it.

P—Poor. The agency meets the criterion only to a *limited* extent and functions *poorly* in regard to it; or it makes *no provision* for meeting a needed criterion.

M—Missing. The element identified in the question is missing, but the agency's need for it is open to question.

NA—Not Applicable. The element identified in the question does not apply to the agency.

Comments. Just as not all of the standards necessarily apply to all agencies, not all of every agency's activities are necessarily covered by the standards. The space provided under *Comments* should be used to note any important feature or characteristic of the agency's activity relating to the subject but not included in the standard. Such notations may be supplemented, if necessary, by supporting data attached to the end of the Section, or by cross-references to other Sections. Addenda and cross-references should be accurately identified by notation of the Section and standard to which they pertain. (For example, material attached to the end of a Section might be marked "Supporting Data. Section D-4, 2-1"; a cross-reference might be noted as "See Section C-1, 2.3.3".)

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This section of the *SELF-STUDY AND EVALUATION GUIDE* is designed for use in conjunction with the other sections listed below. Any agency* undertaking a self-study will need the first seven sections listed below plus all *D* sections pertaining to the agency's services, an *E* form for each administrative, professional, and technical staff member, and the evaluation summary and report section.

The *GUIDE* is available either in a complete, bound edition or in separate sections from the National Accreditation Council for Agencies Serving the Blind and Visually Handicapped, 84 Fifth Avenue, New York, N.Y. 10011.

SELF-STUDY AND EVALUATION GUIDE

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A	Manual of Procedures
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D–5	Social Services
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E	Individual Staff Member Information Form
F	Evaluation Summary and Report

*Special guides are available for agencies providing *only* sheltered workshop services (*SELF-STUDY AND EVALUATION GUIDE FOR SHELTERED WORKSHOPS*) and for residential schools (*SELF-STUDY AND EVALUATION GUIDE FOR RESIDENTIAL SCHOOLS*).

AGENCY FUNCTION AND STRUCTURE

Guiding Principles

Since people cannot be served in a vacuum, the services provided by a community organization are directly influenced by its structure and defined functions. "Structure" in this sense means the "domicile" or arrangement of parts within which "function" takes place.

Certain basic principles underlie the standards herein presented:

Sound structure is essential to the accomplishment of any organized purpose.

For optimum effectiveness, the philosophy, objectives and functions of an agency must be clearly reflected in its administrative structure.

Service-giving agencies must operate within the framework of the total community and in a clearly defined relationship to other agencies with similar objectives.

In the case of agencies serving handicapped persons, both structure and function must be geared to service encompassing the total person rather than service which focuses solely on the person's handicap.

The standards which rest on these principles are designed to advance and preserve certain essential attributes in agency operation which make for good services.

Identification of accountability. Constituents of a community have a right to know who is responsible for conducting the affairs of the agency, who is to be held accountable for expenditure of funds, use of resources and the way services are rendered. The person or body accountable for the agency holds the mandate of the community and is the medium through which consent as well as dissent can be registered.

Competence within the staff of the agency to provide the services it professes to render. While specific qualifications for personnel in various disciplines are identified in the standards for service programs D-1 through D-6, there is need to build into every agency's structure the necessary assurance that services are rendered by those qualified to provide them. From the standpoint of those using the agency's services, there must be similarly built in a guarantee that services are available to all, without bias or discrimination.

Efficiency of operations and conservation of resources. A well-organized, efficiently operated agency not only makes maximum use of funds and manpower but is less likely to exhaust its energies in meaningless flounderings at the expense of good services.

Integration with other social, health, welfare and educational programs. In a cooperative and coordinated community, all facilities and services are deployed in the best interests of all who need them. The practical effect of full participation in the total effort by agencies serving the blind and visually handicapped is to decrease the segregation of the blind by providing them with wider access to agencies serving the general population. The same factor of interagency cooperation that makes it easier for blind and visually handicapped persons to move into the mainstream of community life has the collateral effect of bringing agencies serving these persons into more active partnership with the community's overall health, welfare and education efforts.

Planfulness in programming and flexibility which allows for change. Within these two elements lie the ingredients for meeting unmet needs, for revising what should be changed and for eliminating what is no longer effective.

It goes without saying that even the most perfectly structured and programmed effort needs certain indefinable human qualities to bring it to life. It is people who make programs work. Standards can prescribe the ways in which people should be organized and can

stipulate their functions, but standards cannot create or measure devotion on the part of the governing body, leadership on the part of the administrator or commitment on the part of the staff. Neither *Standard 2.13,* which lists criteria for the selection of the agency administrator, nor *Section 3,* which outlines his responsibilities, attempts to identify such personal attributes as integrity, judgment, sensitivity to people, discernment or ability to lead and inspire. Yet these are the qualities—in governing body, administrator and staff—which profoundly influence the agency's performance. The standards herein presented aim only at providing the framework and the tools which enable the total agency team to give of its best.

1. THE AGENCY

( ) 1.1 LEGAL BASE. The agency's structure and its objectives are stipulated in legislation, in a charter or in articles of incorporation.

EVALUATION [ ] 1. *How adequately does the agency's charter or articles of incorporation, or legislation if a public agency, provide the basis for fulfilling the agency's purpose and objectives?*

Comments:

( ) 1.2 SERVICES. The specific services which the agency provides are stated in writing.

Supplemental Data: List the agency documents in which services are described:

EVALUATION [ ] 2. *How clearly and completely are the agency's services described in these documents?*

[ ] 3. *To what extent are services consistent with the legal base (see 1.1 above) and with the agency's statement of "Philosophy of Service and Program Objectives" (see Section B, Agency and Community Profile)?*

Comments:

( ) 1.3 VALIDITY OF SERVICES. The agency renders needed and valid services.

( ) 1.3.1 These do not duplicate services already adequately and satisfactorily provided in the community.

EVALUATION [ ] 4. *To what extent does the agency avoid duplication of services already adequately and satisfactorily provided in the community?*

Comments:

( ) 1.3.2 The degree and manner in which the services are used by blind and visually handicapped persons constitute a measure of the need for and validity of the services.

EVALUATION *[ ] 5. To what extent are the various services provided by the agency utilized?*

Comments:

( ) 1.3.3 Payment to the agency for its services, except employment, either by clients having ability to pay or by sponsoring bodies, also constitutes a measure of the validity of the services rendered.

EVALUATION *[ ] 6. To what extent does the agency provide services on a fee basis?*

Comments:

( ) 1.3.4 The agency's per capita service costs, allowing for variations in size, location and other pertinent factors, are not greatly at variance with per capita costs of similar services provided by comparable agencies.

Supplemental Data:

Are per capita service costs available?

EVALUATION *[ ] 7. To what extent do the agency's per capita costs for services compare favorably with similar services of comparable agencies?*

Comments:

( ) 1.3.5 Adequate numbers of qualified personnel are employed by the agency to provide its stated services.

( ) 1.3.5.1 Qualifications for different types and classifications of personnel meet the criteria set forth in the standards for service programs (*D-1 through D-6*).

EVALUATION *[ ] 8. How adequate is the number of qualified personnel employed by the agency to provide its stated services?*

Comments:

( ) 1.3.6 The agency provides, through appropriate staff, the necessary administrative machinery and activities to support the services called for by its purposes and objectives.

EVALUATION *[ ] 9. How adequate is the administrative support provided to service programs?*

Comments:

( ) 1.3.7 The agency undertakes, and develops methods to achieve, periodic evaluation and review of its services.

EVALUATION *[ ] 10. How adequate are the agency's methods to assure periodic evaluations and reviews of its services?*

Comments:

( ) 1.4 SPECIAL NEEDS OF THE BLIND AND VISUALLY HANDICAPPED. The agency's services include those appropriate to meet special needs resulting from loss or limitation of vision.

( ) 1.4.1 Either directly or through referral, the agency provides basic services for the teaching of (a) mobility and orientation, (b) methods of communication and (c) self-care.

( ) 1.4.1.1 If facilities for such teaching are not available, the agency assumes responsibility for helping to create them.

( ) 1.4.2 The agency assumes responsibility for assisting those visually handicapped clients who can be helped to regain sight or utilize their remaining vision to avail themselves of the necessary medical services or visual aids appropriate to their eye condition.

EVALUATION *How well does the agency provide for the following special needs?*

[ ] *11. Mobility and orientation.*

[ ] *12. Methods of communication.*

[ ] *13. Self-care.*

[ ] *14. Medical services or visual aids appropriate to the eye condition of clients to assist them to regain sight or utilize their remaining vision.*

[ ] *15. How adequate are the arrangements offered by the agency to assure that all special needs of each client are met if the needed services are not provided directly by the agency?*

Comments:

( ) 1.5 USE OF COMMUNITY FACILITIES. The agency's services are primarily oriented to helping blind persons function within the framework of general community life, rather than isolating them from it.

( ) 1.5.1 Those clients who can make use of community resources and general facilities for counseling, educational, recreational, vocational and other services are encouraged by the agency to do so.

( ) 1.5.2 For blind persons requiring custodial or residential care, the agency encourages the use of appropriate general facilities.

( ) 1.5.3 At the point of referral to another agency, or during joint service, the agency maintains a sufficient measure of responsibility to assure continuity of service and to minimize the danger that clients will be "lost between agencies."

EVALUATION [ ] *16. To what extent are agency services oriented toward integrating clients into the general life of the community by encouraging and assisting clients to use community resources and general facilities?*

[ ] *17. To what extent does the agency provide effective consultation to general community agencies?*

Comments:

( ) 1.6 RIGHTS OF CLIENTS. The agency recognizes and respects the rights of its clients.

( ) 1.6.1 The agency's services or facilities are available to all persons, in accordance with the tenets of *Non-Discrimination.* (See uniform statement on *Non-Discrimination* in *Section B, Agency and Community Profile.)*

( ) 1.6.2 Clients who take exception to the decision of a staff member have the right and are given the opportunity to appeal such decision.

( ) 1.6.2.1 The agency makes provision for an impartial board to hear such appeals.

EVALUATION [ ] 18. How adequate are the agency's provisions for recognizing and respecting the rights of its clients?

Comments:

( ) 1.7 RESPONSIBILITY FOR PUBLIC EDUCATION. The agency maintains a program of community and public education designed to stimulate realistic attitudes toward and understanding of blind people and to increase their opportunities to participate in general community life (*C-5, Public Relations and Fund-Raising).*

( ) 1.7.1 The agency undertakes to provide a program of education and consultation on the special problems of blindness to the staffs and boards of general agencies so as to encourage and enable the latter to render effective services to such blind and visually handicapped persons as can benefit from these services.

( ) 1.7.2 In referring clients to general agencies, the agency encourages case-by-case consultation so as to further understanding of the problems of blind and visually handicapped persons.

( ) 1.7.3 The agency conducts and promotes educational programs designed to combat prejudice and discrimination directed at blind persons.

EVALUATION [ ] 19. How extensive are the agency's community and public education activities?

Comments:

( ) 1.8 INTERNAL COORDINATION. All units of service are purposefully integrated into the structure of the agency and in relation to each other, so as to assure a coordinated effort in the best interests of those served.

EVALUATION [ ] 20. How effectively are the agency's service and administrative elements interrelated to assure coordinated effort?

Comments:

( ) 1.9 COORDINATION WITH OTHER AGENCIES. Effective working relationships are maintained with other agencies so as to assure a total complex of services and a coordinated community program for meeting the needs of blind and visually handicapped persons.

( ) 1.9.1 Tools for effective working relationships include written referral procedures, case conferences, contracts, statements of policy and regularly scheduled interagency meetings in relation to a planned agenda.

EVALUATION *[ ] 21. To what extent are effective working relationships maintained with other agencies?*

Comments:

( ) 1.10 UNMET NEEDS. The agency keeps itself continuously aware of any needs of blind and visually handicapped persons that are not being adequately met, and either itself modifies or develops services for meeting such needs, or encourages and cooperates with other agencies, voluntary and public, toward this end.

EVALUATION *[ ] 22. How adequate are the agency's activities which are designed to modify or develop services to satisfy unmet needs or designed to encourage and cooperate with other agencies toward this end?*

Comments:

( ) 1.11 RESEARCH AND DEMONSTRATION. The agency undertakes research and demonstration projects designed to assess needs, to test validity of existing or experimental services, to develop new services, etc.

Supplemental Data:

List research and demonstration projects undertaken during the past two years.

EVALUATION *[ ] 23. To what extent, in terms of the size of the agency's programs and services, does the agency engage in research and demonstration projects?*

Comments:

( ) 1.12 PARTICIPATION IN COMMUNITY PLANNING. The agency participates in community planning bodies–functional, geographic or others–and carries its share of partnership responsibility for interpretation and continuous assessment and improvement of the community's health, welfare and educational services.

EVALUATION *[ ] 24. To what extent does the agency participate in community planning activities?*

Comments:

( ) 1.13 PARTICIPATION IN STATE, REGIONAL AND NATIONAL EFFORTS. The agency participates in state, regional and national organizations having common objectives of sharing information, contributing to expanded knowledge and influencing public policy with respect to services to blind or otherwise handicapped persons.

EVALUATION *[ ] 25. To what extent, in relation to the type and size of the agency's program and services, does the agency participate in the activities of state, regional and national organizations?*

Comments:

2. THE GOVERNING OR ADVISORY BODY

Both public and voluntary agencies derive their basic authority for existence from the citizenry, and both are ultimately accountable to the citizenry for the discharge of their assigned responsibilities. There is, however, a fundamental difference built into their respective structures. This structural difference concerns the place where legal accountability is lodged.

In a voluntary agency, accountability rests with the group of citizens who are members of the agency's governing body, variously known as the board of directors, board of trustees, board of managers or by similar designations. The responsibilities of this body are clearly fixed in the voluntary agency's charter, license or articles of incorporation.

In a public agency, accountability rests with an appointed or elected administrative official, whose authority derives from the political entity which has sanctioned the agency's existence. A public agency may nonetheless have a body of citizens serving in the capacity of an advisory board, whose structure and functions—other than accountability—are for the most part similar in nature and scope to those of the governing body of a voluntary agency.

Because in most instances the standards for structure and function of the governing body of the voluntary agency are equally appropriate for the advisory body of the public agency, those which follow may be applied to both. Variations specific to public agencies are identified by the code letter *P*.

( ) 2.1 SOURCE OF AUTHORITY. The voluntary agency has a body of responsible people serving as an unpaid governing body.

( ) 2.1.1 The existence of this body is authorized in the written document which constitutes the agency's basic legal instrument: articles of incorporation, by-laws, charter or license.

( ) *2.1P The public agency may have a governing body established in law or, failing this, a body of responsible people appointed to serve as an unpaid advisory board.*

EVALUATION [ ] *26. How clearly does the agency's basic legal instrument establish the role of the agency's governing or advisory body?*

Comments:

( ) 2.2 ACCOUNTABILITY. The governing body is accountable for (*2.2P The advisory board gives counsel on)* the agency's operations, finances, programs and the achievement of its objectives.

EVALUATION [ ] *27. To what extent is accountability for the agency's operations, finances, programs and achievement of its objectives fixed with the governing body? (Or to what extent is an advisory body made responsible for providing counsel on these matters?)*

Comments:

( ) 2.3 MEMBERSHIP. The agency's governing or advisory body includes members who have demonstrated ability to serve on a policy-making level, who have evidenced interest in and devotion to the objectives of the agency, and who represent a variety of community, social, cultural, ethnic and economic interests.

( ) 2.3.1 The governing body does not include paid staff of the agency or of comparable agencies in the same community.

EVALUATION [ ] 28. *To what extent does the membership of the governing or advisory body meet the above standards?*

Comments:

( ) 2.3.2 Membership of the governing or advisory body is large enough to assure adequate representation of various elements in the community, but not so large as to hamper active participation in meetings by all members.

( ) 2.3.2.1 The size of the governing or advisory body is also conditioned by such factors as range of agency services, segment of community served, size of budget and size of community.

EVALUATION [ ] 29. *To what extent is the agency's governing or advisory body representative of various elements in the community and adequate in terms of size?*

Comments:

( ) 2.3.3 There is written provision for a rotating system of membership so that a percentage of old members may be regularly replaced without losing the benefits of continuity afforded by the ongoing service of the remaining members.

( ) 2.3.3.1 Provision is made for limitation of the number of consecutive terms which may be served.

( ) 2.3.3.2 Following service for the maximum number of consecutive terms, there is a lapse of at least one year before a member is eligible for reelection.

EVALUATION [ ] 30. *To what extent is a rotating system of membership utilized for the governing or advisory board?*

Comments:

( ) 2.3.4 Provision is made for a procedure to remove (*2.3.4P to recommend to the appointing authority the removal of)* members from the governing body (*2.3.4P the advisory board)* for lack of participation in agency activities or for other stated reasons.

EVALUATION [ ] 31. *How adequate are the agency's procedures to remove board members for lack of participation or other stated reasons?*

Comments:

( ) 2.4 OFFICERS. There are written provisions for the election or appointment, and rotation, of appropriate officers to conduct meetings and maintain records of the governing or advisory body.

( ) 2.4.1 Provision is made for a limitation of the number of terms to be served by officers.

EVALUATION *[ ] 32. How adequate are the written provisions governing the election (or appointment) and rotation of officers?*

Comments:

( ) 2.5 STANDING COMMITTEES. There are written provisions for the election or appointment of appropriate standing committees to facilitate fulfillment of the governing or advisory body's responsibilities.

( ) 2.5.1 Standing committees usually considered essential to the effective functioning of a voluntary agency are (a) nominating committee, (b) budget and finance committee, (c) committee on agency services, (d) personnel committee, (e) public relations committee, (f) fund-raising committee when required.

( ) *2.5.1P Public agency advisory boards operate through appropriate standing committees.*

Supplemental Data:

List the standing committees of the agency.

( ) 2.5.2 A generalized agency providing services for blind persons through a specially designated division or department has a standing committee concerned with the operation of such division or department.

( ) 2.5.3 Chairmen of standing committees are chosen from the membership of the governing or advisory body.

EVALUATION *[ ] 33. How adequate are the written provisions for the election or appointment of appropriate standing committees?*

[ ] 34. To what extent are chairmen chosen from the governing or advisory body?

Comments:

( ) 2.6 OTHER COMMITTEES. There are written procedures for the appointment or election of ad hoc committees of the governing or advisory body.

( ) 2.6.1 Such committees may also include persons who are not members of the governing or advisory body.

( ) 2.6.2 Provision is made for the constitution of an advisory group or committee, made up of recipients or potential recipients of agency service, who can be of assistance in formulating policies which affect the well-being of the agency's clients.

EVALUATION *[ ] 35. How adequate are written procedures for the appointment or election of ad hoc committees?*

[ ] 36. To what extent is provision made for an advisory group or committee made up of recipients or potential recipients of agency service?

Comments:

( ) 2.7 MEETINGS. The governing or advisory body meets with sufficient regularity to conduct *(2.7P advise on)* the business of the agency in a responsible manner.

Supplemental Data:

How frequently does the advisory or governing body meet?

( ) 2.7.1 Such meetings are held in relation to a planned agenda, submitted in written form to the members in advance of the meeting.

( ) 2.7.2 There are provisions for the determination of a quorum to conduct the business of the meetings.

( ) 2.7.3 Provision is made for the calling of special meetings for emergency or other reasons.

EVALUATION *[ ] 37. To what extent do the agency's provisions for meetings of the governing or advisory body meet the above standards?*

Comments:

( ) 2.8 GENERAL FUNCTIONS. The governing body *(2.8P advisory board),* under the professional leadership of the administrator and with his active collaboration, establishes *(2.8P counsels the administrator on establishment of)* policies governing program, administration, budget and finance, personnel practices, public relations and fund-raising.

( ) 2.8.1 The administrator, although not a voting member of the governing or advisory body, participates in its meetings except when it is clearly inappropriate for him to be present, such as during discussion of a possible change in the conditions of his employment.

EVALUATION *[ ] 38. To what extent does the governing or advisory body establish, or counsel on the establishment of, policies governing program, administration, budget and finance, personnel practices, public relations and fund-raising?*

[ ] 39. To what extent does the administrator participate in these activities with the governing or advisory body?

Comments:

( ) 2.9 BUDGET AND FINANCE. The governing body reviews and approves annual operating budgets and establishes means and methods of securing adequate financial support for meeting such budgets.

( ) 2.9P *The advisory board conveys to the appropriate fiscal authority its recommendations with respect to the agency's budgetary requirements.*

EVALUATION *[ ] 40. To what extent does the governing or advisory body engage in these activities pertaining to budget and finance?*

Comments:

( ) 2.10 AGENCY SELF-EVALUATION. The governing body undertakes periodic self-evaluation of agency activities and encourages modification or elimination of specific services, or of the total program if such is warranted.

Supplemental Data:

Identify the nature and the date of last agency self-evaluation.

EVALUATION *[ ] 41. To what extent has the governing body undertaken periodic self-evaluation?*

[ ] 42. How effective were these evaluations in modifying the agency's program?

Comments:

( ) 2.11 INDEPENDENT EVALUATIONS. The governing body arranges for *(2.11P The advisory board makes requests for)* periodic evaluations of agency activities by independent specialists.

( ) 2.11.1 The governing body authorizes the making of an audit of the agency's books by an independent auditor at least once a year.

Supplemental Data:

Date of last evaluation by independent specialists:

Date of last audit:

EVALUATION *[ ] 43. To what extent has the governing (or advisory) body arranged for (or requested) periodic evaluations by independent specialists?*

Comments:

( ) 2.12 PUBLIC REPORTING. The governing body arranges for the publication and distribution at regular intervals of written reports about the operations of the agency, including service and financial information *(C-2, Financial Accounting and Service Reporting).*

( ) 2.12P *The advisory board advises on the kind of written reports to be published and distributed at regular intervals about the operations of the agency, including service and financial information (C-2, Financial Accounting and Service Reporting).*

Supplemental Data:

List titles and dates of reports for the past two years.

EVALUATION [ ] 44. *How adequately has the governing body (advisory board) fulfilled its responsibility for informing the public through written reports?*

Comments:

( ) 2.13 SELECTION AND EMPLOYMENT OF ADMINISTRATOR. The governing body employs and fixes the compensation for a suitably qualified administrator whose qualifications and experience are such that he can effectively administer the total program and activities of the agency within the policies set by the governing body.

( ) 2.13.1 In the selection of the administrator, the governing body applies the following criteria: a graduate degree in an appropriate profession (e.g., in the fields of health, rehabilitation, education or social work), plus a number of years of successful experience as a practitioner or in an administrative capacity in a comparable agency. Substitutions of experience or other training may be made in exceptional circumstances.

( ) 2.13.2 The governing body is responsible for terminating the employment of the administrator for proper cause.

( ) 2.13P *While selection and employment of the administrator are not functions of the advisory board of a public agency, such a board may exert influence to see that the foregoing criteria are met in relation to the appointment of the agency's administrator.*

EVALUATION [ ] 45. *To what extent has the governing body exercised responsibility concerning the selection and employment of a suitably qualified administrator?*

Comments:

( ) 2.14 RESPONSIBILITY FOR KEEPING INFORMED. Members of the governing or advisory body accept responsibility for keeping themselves fully informed about the affairs of the agency and for informing others in the community.

EVALUATION [ ] 46. *To what extent do members of the governing or advisory body keep themselves fully informed, and inform others, about affairs of the agency?*

Comments:

( ) 2.15 PARTICIPATION IN AGENCY ACTIVITIES. Members of the governing or advisory body actively participate in standing and special committees and in appropriate non-program functions of the agency.

EVALUATION [ ] 47. *To what extent do members of the governing or advisory body participate in committees and appropriate non-program functions?*

Comments:

3. THE ADMINISTRATOR

The preceding section noted an essential difference in accountability between the governing body of a voluntary agency and the advisory board of a public agency. The converse appears in considering the functions of the administrator in a voluntary agency and of his counterpart in a public agency. The former is directly accountable to the governing body which employed him, while the latter is accountable to the political authority which appointed him.

Apart from this difference, the administrators of voluntary and public agencies have so many functions in common that most of the standards which follow apply to both. Where differences exist, alternate standards designated *P* are spelled out for the public agency administrator.

Standards for many of the administrator's functions are developed in depth in the four succeeding sets of Standards for Administration: *C-2, Financial Accounting and Service Reporting; C-3, Personnel Administration and Volunteer Service; C-4, Physical Facilities; C-5, Public Relations and Fund-Raising.* A review of these standards is essential for full understanding of the functions identified herein.

( ) 3.1 GENERAL FUNCTION. The administrator conducts the total program and activities of the agency within the framework of policies established by its governing body *(3.1P established by law or administrative procedure).*

EVALUATION *[ ] 48. To what extent is the administrator responsible for conducting the total program and activities of the agency within the framework of established policies?*

Comments:

( ) 3.2 RESPONSIBILITIES TOWARD GOVERNING OR ADVISORY BODY. The administrator exercises initiative and active responsibility in assisting the governing or advisory body to fulfill its responsibilities.

( ) 3.2.1 In cooperation with the governing or advisory body, the administrator is responsible for preparation of a manual describing the agency's structure, history, philosophy, system of organization, current services, budget and method of financing.

( ) 3.2.2 The administrator keeps the governing or advisory body continuously informed of the activities of the agency and assists it in assessment of services and in formulating plans for change and improvement.

( ) 3.2.3 The administrator assists the governing body in planning budgets and in establishing the means for procuring the finances to meet them.

( ) 3.2.3P *The administrator assists the advisory body in reviewing the agency's budgetary needs and in recommending the budgetary request to the fiscal authority responsible for allocating funds to the agency.*

( ) 3.2.4 Either directly or through assignment of staff, the administrator assists the governing or advisory body to keep itself informed on developments, trends and activities in services to blind and visually handicapped people and in pertinent fields of health, welfare and education.

( ) 3.2.5 Together with the chairman, the administrator plans the agenda for meetings of the governing or advisory body.

( ) 3.2.6 The administrator makes staff service available to committees of the governing or advisory body to assist in fulfillment of their assignments and responsibilities.

( ) 3.2.7 The administrator sees to it that minutes of meetings, policy statements and other pertinent records of governing or advisory body decisions are maintained in the office of the agency.

EVALUATION [ ] 49. *To what extent does the administrator exercise initiative and active responsibility in assisting the governing or advisory body to fulfill its responsibilities?*

Comments:

( ) 3.3 RESPONSIBILITIES IN RELATION TO STAFF. The administrator is accountable for the employment, direction, supervision, coordination and professional development of all personnel employed by the agency *(C-3, Personnel Administration and Volunteer Service).*

( ) 3.3.1 The administrator develops and maintains an organizational plan delineating clear lines of responsibility for administrative and supervisory purposes.

( ) 3.3.2 The administrator employs personnel qualified for the responsibilities which they are to fulfill and terminates employment in the event of unsatisfactory performance.

( ) 3.3.3 With the cooperation of staff, the administrator develops and maintains job descriptions of all categories of agency personnel.

( ) 3.3.4 With the cooperation of staff, and on the basis of policies established by the governing body or recommended by the advisory body, the administrator develops and maintains a manual of personnel practices.

( ) 3.3.5 The administrator sees to it that opportunities for staff development are provided.

( ) 3.3.6 The administrator maintains a system of communications among and with all levels of staff.

( ) 3.3.6.1 Staff meetings are scheduled on a regular basis, at specific times and in relation to agendas planned with staff; a record of such meetings is maintained.

( ) 3.3.6.2 Supervisory conferences are scheduled on a regular basis.

( ) 3.3.6.3 A manual setting forth agency policies, practices and procedures is made available to all professional, clerical and other staff at the time of their employment.

EVALUATION [ ] 50. *To what extent is the administrator accountable for the employment, direction, supervision, coordination and professional development of all personnel employed by the agency?*

Comments:

( ) 3.4 PUBLIC RELATIONS. With the active collaboration of the governing or advisory body, the administrator—either personally or through appropriately assigned staff—conducts a program of public relations designed to convey understanding and stimulate interest in the programs of the agency *(C-5, Public Relations and Fund-Raising).*

EVALUATION *[ ] 51. To what extent does the administrator conduct a program of public relations either personally or through appropriately assigned staff?*

Comments:

( ) 3.5 FISCAL CONTROLS. Through appropriate staff, the administrator establishes and maintains *(3.5P, in accordance with law and prescribed fiscal procedure,)* fiscal controls for effective accounting of all financial matters, including income, expenditures and all special funds *(C-2, Financial Accounting and Service Reporting).*

EVALUATION *[ ] 52. To what extent does the administrator establish and maintain fiscal controls?*

Comments:

( ) 3.6 CLIENT RECORDS. The administrator establishes and maintains, through appropriate staff, a system of client records, to be used only by appropriate professional personnel, which will be useful to such personnel in providing effective services. Such records observe the tenets of *Confidentiality.* (See uniform statement re: Confidentiality in *Section B, Agency and Community Profile.)*

EVALUATION *[ ] 53. To what extent does the administrator exercise responsibility for the establishment and maintenance of a system of client records?*

Comments:

( ) 3.7 INFORMATION AND STATISTICS. The administrator establishes and maintains systematic methods for gathering information and compiling statistical data which reflect the work of the agency and which are used in guiding policy and administrative decisions *(C-2, Financial Accounting and Service Reporting).*

EVALUATION *[ ] 54. To what extent does the administrator exercise responsibility for gathering information and statistics for use in guiding policy and administrative decisions?*

Comments:

( ) 3.8 AGENCY PARTICIPATION IN COMMUNITY. The administrator guides, evaluates and maintains records of the agency's activities in the areas of community organization, community education, cooperative efforts with other groups and development of community resources.

EVALUATION *[ ] 55. To what extent does the administrator exercise responsibility for evaluating and maintaining records of agency participation in the community?*

Comments:

( ) 3.9 PHYSICAL FACILITIES. The administrator sees to it that the physical facilities of the agency are maintained in a manner which will protect the health, safety and personal dignity of all persons using or visiting the agency, and that they reflect a positive image of the agency in the community (*C-4, Physical Facilities).*

EVALUATION [ ] 56. *To what extent does the administrator exercise responsibility for the proper maintenance of physical facilities?*

Comments:

4. PROGRAMMING FOR IMPROVEMENT

A graphic picture of the agency's overall performance emerges when the evaluation ratings from the preceding pages are transcribed onto the Summary Table of Evaluation Ratings. A major value of gaining such a picture is that it spotlights the areas in need of strengthening and thus yields a useful guide to the planning of needed improvements.

Realistically speaking, it is rarely possible for ongoing programs to be subjected to a large number of simultaneous changes. It is, however, both possible and desirable to analyze the problems uncovered through the self-study and evaluation process, and to develop a timetable for tackling them. The process of classifying needed improvements into (1) those already under way, (2) those which can and will be undertaken in the near future and (3) those which require longer-range planning, produces a program for change which can serve as an orderly guide for action.

The three questions which follow the Summary Table are designed to assist the agency in the development of such a program. They are also designed to help the Commission on Accreditation evaluate the agency in terms of one of the Commission's governing principles: "If deficiencies exist, the agency is willing to remedy them, and gives evidence of being capable of effecting the needed remedies within a reasonable period of time."

It should be borne in mind that changes are not necessarily restricted to the weaker areas of service or administration. If plans for improvement are contemplated in areas which are already good or excellent, so as to make them even better, these should not be overlooked in responding to the questions.

SUMMARY TABLE OF EVALUATION RATINGS

Instructions: Transcribe the evaluation ratings from the preceding pages onto this table by placing a check mark (√) in the appropriate column.

Standards to Which Evaluation Questions Relate		EVALUATION QUESTION	EXCELLENT	VERY GOOD	GOOD	FAIR	POOR	MISSING	NOT APPLICABLE
1. The Agency									
1.1	Legal Base	1							
1.2	Services	2							
		3							
1.3	Validity of Services	4							
		5							
		6							
		7							
		8							
		9							
		10							
1.4	Special Needs of the Blind and Visually Handicapped	11							
		12							
		13							
		14							
		15							
1.5	Use of Community Facilities	16							
		17							
1.6	Rights of Clients	18							
1.7	Responsibility for Public Education	19							
1.8	Internal Coordination	20							
1.9	Coordination with Other Agencies	21							
1.10	Unmet Needs	22							
1.11	Research and Demonstration	23							
1.12	Participation in Community Planning	24							
1.13	Participation in State, Regional and National Efforts	25							
2. The Governing or Advisory Board									
2.1	Source of Authority	26							
2.2	Accountability	27							
2.3	Membership	28							
		29							
		30							
		31							
2.4	Officers	32							

SUMMARY TABLE OF EVALUATION RATINGS (Continued)

Standards to Which Evaluation Questions Relate		EVALUATION QUESTION	EXCELLENT	VERY GOOD	GOOD	FAIR	POOR	MISSING	NOT APPLICABLE
2.5	Standing Committees	33							
		34							
2.6	Other Committees	35							
		36							
2.7	Meetings	37							
2.8	General Functions	38							
		39							
2.9	Budget and Finance	40							
2.10	Agency Self-Evaluation	41							
		42							
2.11	Independent Evaluations	43							
2.12	Public Reporting	44							
2.13	Selection and Employment of Administrator	45							
2.14	Responsibility for Keeping Informed	46							
2.15	Participation in Agency Activities	47							
3. The Administrator									
3.1	General Function	48							
3.2	Responsibilities Toward Governing or Advisory Body	49							
3.3	Responsibilities in Relation to Staff	50							
3.4	Public Relations	51							
3.5	Fiscal Controls	52							
3.6	Client Records	53							
3.7	Information and Statistics	54							
3.8	Agency Participation in Community	55							
3.9	Physical Facilities	56							

1. What improvements are now under way?

2. What improvements are definitely planned for the immediate future? When are they scheduled for completion?

3. What improvements will require long-range planning to implement? When is it expected that this planning will be undertaken?

Name of Agency _____ Date _____

Completed by _____

_____

_____